



12.1 SOUTH MELBOURNE MARKET STRATEGIC PLAN 2021-25 –
ENDORSEMENT OF DRAFT FOR COMMUNITY ENGAGEMENT

EXECUTIVE MEMBER: KYLIE BENNETTS, GENERAL MANAGER, CITY GROWTH AND
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MARKET

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1. PURPOSE

- 1.1 To provide Council with the draft South Melbourne Market Strategic Plan 2021-25 (**Strategic Plan**) and seek endorsement from Council to undertake broad community consultation on this draft.

2. EXECUTIVE SUMMARY

- 2.1 Building on the Market's ongoing success as a shopping destination, meeting place and community hub, the South Melbourne Market (**SMM**) Management team and Advisory Committee has developed a strategic roadmap for the next 5 years to put the Market in the best position to tackle the challenges ahead.
- 2.2 This Strategic Plan (**Attachment 1**) outlines the key strategic priorities for the SMM Committee and Market Management team, alongside its business as usual activities to secure a bright and prosperous future for the Market, its traders, the local economy and community. This in turn will build a trusting and loyal customer base that has a safe, joyful and rewarding experience every visit. Importantly it will also seek to address the impact the SMM has on ratepayers with respect to the financial sustainability of SMM operations.
- 2.3 As outlined in the Community Engagement program and in-line with standard Council process, it is proposed to undertake community and trader consultation on the draft Strategic Plan. This report seeks Council endorsement to undertake this consultation on the attached draft document.

3. RECOMMENDATION

That Council:

- 3.1 Thanks the South Melbourne Market Advisory Committee for their work in developing a draft Strategic Plan for the Market.
- 3.2 Notes the draft South Melbourne Market Strategic Plan 2021-25 as outlined in **Attachment 1**.
- 3.3 Endorses consultation being undertaken on the draft Strategic Plan in line with the community engagement approach outlined below.
- 3.4 Authorises the CEO to undertake minor editorial amendments to the draft Strategic Plan that do not alter the material intent of the document.



4. KEY POINTS/ISSUES

- 4.1 The Market is a valuable and important community asset in Port Phillip and needs to continue to provide the best visitor experience for those who visit and remain a benefit to our residents. The Strategic Plan establishes a direction for the future of the Market to ensure continued success and outlines measurable goals and milestones to achieve this success.
- 4.2 Management of the SMM is now informed by an advisory Committee to Council that consists of three independent members with private sector and government experience in addition to two Councillor representatives (this Committee structure was altered in September 2020 by Council in response to changes to the Local Government Act 2020). The advice of this Committee is actioned by the Market Management team under delegation from Council and the Council's CEO.
- 4.3 There have been significant achievements made by the Market Committee and Management Team throughout the duration of the current Market Strategic Plan (which expires in 2021). Notably the past 12 months, have seen significant disruption as a result of COVID-19 and Government restrictions. Despite this disruption, the Market Committee and Management Team have worked hard to support traders and our community and have instituted measures to manage and mitigate risks associated with COVID-19. Progress against strategic priorities and business as usual activity at the Market is regularly reported to the Market Committee at their bi-monthly meetings. Advice is also provided to the Council at least annually through the Annual Report prepared by the Market.
- 4.4 The new Strategic Plan for the Market has been developed following a range of workshops and meetings including:
- 23 July 2019 – Strategic Planning Workshop with Market Management, Market Committee and Council
 - 20 August 2019 – Trader Strategic Planning Workshop
 - 23 February 2020 – Port Phillip Community Engagement Pop-Up
 - 30 June 2020 – Market Committee Strategic Planning Workshop
 - Bi-monthly Trader Meetings
 - Bi-monthly Market Committee Meetings
 - 27 January 2021 - Council Briefing
- 4.5 The Plan has also been informed by research studies including:
- SMM Work Scoping Study April 2019 (BCAWS)
 - SMM Existing Conditions and Opportunities Analysis Report June 2019
 - SMM Traffic Study Report January 2019
 - SMM Visitor Exit Interviews (6 monthly)
 - SMM Market Mix Strategy 2017
 - KPMG Presentation – Consumers and the new reality June 2020



- 4.6 Analysis of achievement against the current Strategic Plan has been undertaken, in addition to consideration of the changed operating environment and trading conditions that have occurred throughout 2020 as a result of COVID-19.

5. CONSULTATION AND STAKEHOLDERS

- 5.1 Councillors (of the previous term) were informed of the Community Consultation program to support the development of the South Melbourne Market Strategic Plan 2021-25 in a Councillor Briefing on 2 September 2020.
- 5.2 A survey was developed to gauge the community's support for the key outcomes of the Market's draft strategic priorities. This was available to all community members on Council's *Have Your Say* webpage and was live from Tuesday 19 January to Monday 8 February 2021.
- 5.3 A summary of the findings of this engagement is outlined in **Attachment 2**.
- 5.4 It is proposed to undertake community and trader consultation in May 2021 on the draft Strategic Plan.
- 5.5 This community consultation will include:
- 5.5.1 Face-to-face community consultation as part of Council's Neighbourhood Engagement program in South Melbourne on Saturday 15 May and a stand-alone community engagement session at South Melbourne Market on Sunday 16 May.
 - 5.5.2 Face-to-face trader consultation on Wednesday 19 May at the Market.
 - 5.5.3 Council's *Have Your Say* survey from Friday 7 to Sunday 23 May.
- 5.6 The consultation will be promoted via:
- 5.6.1 Blog post (SMM website)
 - 5.6.2 Facebook and Instagram (SMM and Council)
 - 5.6.3 SMM Public eDM
 - 5.6.4 SMM Trader eDM
 - 5.6.5 *Have Your Say* to interested parties

6. LEGAL AND RISK IMPLICATIONS

- 6.1 N/A

7. FINANCIAL IMPACT

- 7.1 The Strategic Plan includes high level KPI's that Market Management will strive to achieve over the next 5 years. One of the key strategic priorities is financial sustainability with a focus on achieving an operating profit by 2022-23.

8. ENVIRONMENTAL IMPACT

- 8.1 The Strategic Plan outlines a plan to create a vision for sustainability at the Market. SMM is already a leader in sustainability and will endeavour to continue to lead the way in reduction of waste to landfill and environmental sustainability improvement.



9. COMMUNITY IMPACT

9.1 South Melbourne Market is a much-loved local community hub. This Strategic Plan focuses on ensuring a positive community experience for everyone who visits the Market. It also seeks to ensure that the Market adds to the vibrancy and sense of place for the broader South Melbourne community.

10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

10.1 We are growing and keeping our character: The Market is a much-loved Council asset and inner city landmark.

11. IMPLEMENTATION STRATEGY

11.1 TIMELINE

11.1.1 May 2021: Community engagement on the draft plan.

11.1.2 June 2021: Feedback on Strategic Plan and final document presented to Council for endorsement.

11.2 COMMUNICATION

11.2.1 The community and traders will be invited to review the draft Strategic Plan and will be invited to provide feedback.

11.2.2 The final Strategic Plan, once endorsed by Council, will be available on the CoPP and SMM websites.

12. OFFICER DIRECT OR INDIRECT INTEREST

12.1 No officers involved in the preparation of this report have any direct or indirect interest in the matter.

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ATTACHMENTS

1. Draft SMM Strategic Plan 2021-25
2. SMM Strategic Plan - Community Engagement Phase 1 summary